



# Exploring Traits Antecedents for Sustainable Organizational Growth: Feminine Leadership for Future

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## Abstract

Even still, it is amazing how several studies, including classic and contemporary researches, demonstrate notable trends of long-term expansion and growth in businesses with female managers or leaders, indicating that there may be a direct relationship between gender and their inherited effective traits for impactful leadership. The importance of feminine traits or, more specifically, female oriented skillsets, is conclusively demonstrated in this paper through a review of literature, blogs, public appearances, and government statistics related to working women participation specifically in leadership or managerial roles. The behavior or skills of established or renowned female leaders are depicted in this paper, and the statistics are further supported by questionnaire-based statistics measuring the impact of feminine traits in successful leaders. Women are now more prevalent in mid-level managerial jobs than they were more than ten years ago, but top positions are still out of reach for most of them. The objective of this paper is to summarize the list of effective traits a female leadership brings as its inheritance that may be commendably connected with sustainable organizational growth of any industry. This is being analyzed on basis of secondary & primary data both. My sample population includes both men and women in management or leadership roles in the business and educational sectors who have somehow agreed with the mix of qualities as necessary for effective leadership, yet female attributes are still ranked top out of the entire desirable set of specified ones. However, research is currently ongoing to make it more exactly compatible.

**Keywords – Female, Leadership, traits, managerial positions**

## 1. INTRODUCTION

Women represent almost half of the working population in whole world with their massive admittance into workplaces. In spite of this statistics, they consistently face the problems related of discrimination, harassment and inequality in every field whether government ruled or privately lead organizations.

As per growing trend of professional society, management has developed tendencies of ranking gender diversity as a higher grade of compulsive factor of success in its elusive list of priorities because they can visualize the prize, an added advantage of talent that's tough to replicate or replace. Research of McKinsey & Company in 2014 reveals that many successful and established organizations are closer to unlocking the full potential of women while recognizing the prominence need of skill set of feminine traits as undeniable factor of their sustainable growth in this competitive world.

A recent McKinsey & Company research titled "Win-win: How empowering women can benefit" was published in 2020 exploring the possibility of reducing the gender wage gap in Central and Eastern Europe learning that women make up 52% of the total population and that more than 60% of people with college degrees are women. Despite making up only 45% of the labour force, only 37% of them hold management jobs, compared to 15% of executive positions and 8% of CEO positions. Still, there isn't a single woman in an executive position at 44% of well-known brands or companies.

Women lost their paid jobs during the epidemic at higher rates than males did, took on more responsibility for caring for sick people and children, and were more likely to experience viciousness (Center on Gender Equity and Health 2020; Bundervoet, Davalos, & Garcia 2021; Cucagna and Romero 2021; De Paz Nieves, Gaddis, and Muller 2021; Kugler et al. 2021). In fact, virus controlled containment kind of measures had a larger negative impact on women's labour market outcomes than they did on men. The overrepresentation of women in industries with high contact, like hospitality, contributes to this effect (Alon 2020; Kugler. 2021).



According to study by the Center for Women's Business Research conducted in 2004, there are significant differences between the ways men and women do run or manage their organizations or business. Women have an advantage in a society that values leadership based on interpersonal skills rather than on authority. (Colvin, Goeff, 2015). In those particular areas, women judged to be far superior where as women are conventionally thought to be doing extremely well like developing and building relationships.

There are two types of parallel leadership concepts using of Hard Power and Soft Power concepts, as per the research conducted by Harvard Political Scientist, Prof. Joseph Nye i.e. Hard Powers vs Soft Powers; often termed as hot power and cool power for masculine or feminine set of traits of empowering their position. Leaders or managers are transitioning in the current situations from a time of hot power to a time of cool power methods of leadership. Women are having unique inherited qualities which resembles cool power leadership concept thus having an added advantage for it over the male leaders or managers opting for cool power leadership traits recognized as feminine set of skills in order to increase their efficiency levels.

Governments and legal systems of many countries are showing their support in various ways like, tax incentives, reservations on compositions of boards etc to boost the motive of maintaining gender diversity at workplaces. Some governments like Norway, Italy, Sweden, France, and Belgium have already set legitimate quotes for share of women leadership or membership on various different levels of corporations or businesses.

### **1.1.Scope & Methodology of Study**

Any study's significance rests on its capacity to demonstrate the precise way in which its goals will be met through the findings based on tested hypotheses and subsequent investigation. The same is implied by this study, which demonstrates how successfully employing women in leadership positions is directly related to sustained organisational growth. The function of female leadership inherited traits has been acknowledged by well-known national and international leaders as a crucial factor for the efficient, goal-oriented environment needed for the boom/growth of any industry.

A questionnaire is created and completed by 60 respondents, 60 of whom are male and female and hold managerial or leadership roles in the industry. The research is mostly conducted by personnel of the education and IT sectors in the Delhi NCR region.

The study's recommendations will also influence policymakers' decision-making when developing and implementing affirmative action programmes that could increase women's participation in management of organisations. The study will also help women understand the elements that influence their representation in leadership positions and offers solutions to these issues.

Finally, the study will be useful to other scholars as research in the field, for universities generally, and for organisations as a foundation for bettering human resource strategic planning in particular.

## **2. LEADERSHIP STYLE AND DIVERSITY ROLE IN ITS EFFECTIVENESS**

Since the 1950s, hundreds of studies have compared male and female leaders' styles. When Profs. Loden & Sargent began exploring gender diversity and leadership in the 1980s, there were open questions about how women lead. There are few social science studies on women's leadership styles, although trade book authors have supplied interesting descriptions (e.g., Loden, 1985; Sargent, 1981). In the 1990s, books and articles drew on the first-hand knowledge of women managers as well as unofficial polls and manager interviews (Helgesen, 1990; Rosener, 1990). This popular genre about female leaders claims that they are less hierarchical, more cooperative and collaborative, and more interested in boosting the self-worth of others. As per theories in mid-1990, the writers developed a strength-based rhetoric of women managers' successes and style that provided guidance and support to many ambitious women in the competitive industry.

Men tend to exhibit more masculine leadership traits; it's improbable that women will blend



traits of both feminine and masculine leaders. According to reputable scholars, transformational leadership is a highly effective androgynous leadership style that encompasses a variety of interrelated types of behaviours (Avolio, 2010; Bass, 1998). Like motivating role models, transformational leaders inspire others. They promote positive interpersonal interactions with the goal of enhancing followers' skills and inspiring others to go beyond the limitations of their work profiles or descriptions. Van Enger and his colleagues' 2003 meta-analysis revealed that, Female managers often possess more transformative traits than male managers (Eagly, Johannesen-Schmidt, and van Engen, 2003). However, a research discovered that female managers used rewarding incentives more frequently to inspire followers in transactional or incentive-based leadership. Men, on the other hand, typically offer a greater proportion of less effective, more unfavourable, and threat-based incentives. Many more studies that have reproduced transformational and transactional leadership have been published in the years 2001–2010, including those by Antonakis, Avolio, & Sivasubramaniam (2003) and Desvaux & Devillard (2008).

On the other hand, when women apply for leadership roles, they usually run across prejudice. Cultural gender diversity may be at play because stakeholders or management often react favourably to a woman leader when she leads with an androgynous style that is somewhat in between being highly feminine and very masculine. Evidence-based studies have demonstrated the negative impact on women who frequently adopt masculine behaviour. Brescoll (2011), Okimoto & Brescoll (2010), and Rudman, Moss-Racusin, Phelan, & Nauts (2012) are a few examples. In conclusion, women may benefit in at least a few ways from adopting the leadership styles that researchers have found to be successful in the majority of organisational environments. (See meta-analyses by Wang, Oh, Courtright, & Colbert, 2011; Judge & Piccolo, 2004, and others.)

As in recent competitive and modern era, companies are realizing and need access to this biggest potential talent pool of women as because of her own inherited dissimilar and balancing perspectives & leadership styles that a woman bring in. Diversified cultural, socioeconomic and genetic factors that vary country by country are the prevailing factors for today's women role at leading positions in the workforce.

European Commission had conducted a survey in 2015 for measuring the success of gender diversity programmes on various European successful brands who had implemented these policies in their core strategic planning. This statistics show increased employee motivational level in approx. 58% of selected companies and customer satisfaction in 57% of selected companies while 69% of selected companies express noted acceleration in the brand image or reputation.

Like any other significant corporate change programme, a gender diversity programme depends on the importance of the objective being acknowledged throughout the organisation and on a carefully planned and implemented campaign to achieve it. Every aspect of the ecosystem will require initiative. The CEO's visible commitment, a thorough understanding of the potential benefits of women's participation at every level, a campaign to change the attitudes that impede women's progress, and carefully targeting initiatives at a company's own unique stress points are the other three fundamental components that must be present for this gender diversity programme to be successfully implemented.

### 3. EFFECTIVE LEADERSHIP TRAITS AND BEHAVIOURS

Recognizable feminine inherited traits which are mentioned by Vickie Milazzo in his book 'Inside every women' published in 2010 and proved successful in every phase of a business environment as leadership and management tactics:







As per the Business News Daily April 29, 2016 at 07:31 am EST, there are 17 reasons why women make great leaders in not only business but also in each phase of development not by explanation but by the opinions of Great Leaders.



### 3.1.Women in Leadership Roles

A lot of evidential researches already demonstrated that Women's inherited qualities are meaningfully better than a men specifically for their quality of empathy-sensing about thoughts & feeling of others with her way of responding in best fitted humanly appropriate ways. They place less importance on reciprocal relationships than do men.

A Pew Research Center study on women and leadership found that the majority of Americans believe women and men are equally capable of displaying important leadership traits including intelligence and the ability to innovate. Many people also think that women are better leaders who are caring and well-organized than men (2007 Global Business Review)

Women's own actions also have a role. In 2011, McKinsey conducted research in the United States that revealed young women, like young men, begin with lofty goals. Although they never lose faith in their own abilities, they frequently decline opportunities for development due to outside obligations, a fear of taking on jobs that require learning new skills, or a desire to continue in jobs that they believe provide them a sense of personal fulfilment. ( Joanna Brash & Lareina Yee, 2011).

According to Women in the Workplace 2021, women managers are acting more consistently to support employee well-being than men in comparable roles. This includes checking in on their teams, assisting them in managing their workloads, and offering support to team members who are experiencing burnout or juggling multiple responsibilities. Additionally, Women of colour are also more likely than men to participate in allyship activities including mentoring, advocating for better opportunities for them, and vehemently opposing prejudice. Companies increasingly need to include women in their decision-making processes in order to adapt to shifting social and consumption trends, as women now play a significant role in making purchasing decisions. Women are becoming a larger component of the customer base in many industries, including those where historically male purchasers predominate. For instance, in Japan, women influence 60% of new automobile purchases, and in Europe, they account for roughly 47% of PC users.

Since girls converse considerably more cooperatively and collaboratively than boys do, and girls express more concern for fairness than boys do, this is a natural phenomenon. It is obvious that these distinctions are both innate and taught, hence the question is moot. Women also have an advantage in a society that values leadership based on interpersonal skills rather than authority.

Women are rated as highly as men when it comes to being seen as effective leaders, and sometimes even higher as per meta-analysis conducted by the American Psychological Association in 2009 – 2012.

"In all leadership scenarios, In terms of perceived leadership effectiveness, men and women do not differ," said Florida International University's Samantha Paustian-Underdahl. As more women enter and excel in leadership roles, perceptions linking leadership to masculinity may



be fading. Men are assumed and expected to be more aggressive, forceful, & autonomous than women.

As firms have grown fast-paced and international, some organisational academics have recommended an exclusive feminine style for leadership to encourage participative way of working environment with open communication channel. They decided that it's not women or female, but their inherited feminine attributes that are compatible with organisational success.

### **Supportive Policies for encouraging Women participation in Nation Development**

According to the Minister of State for Youth Affairs, Sports and Women & Child Development, as mentioned in their Perspective Plan for Women is a long-term policy for Indian women progress driven by constitutional principles & directives.

It's tied to end-of-century national targets for health, employment, and education. Plan regards women task force not as weaker element of society or passive beneficiaries of national development, but as source of extraordinary power for realising nationalistic goals.

Seventh Five-Year Plan operationalized International Decade for Women's concern for equity and empowerment (1985-90)

All parts of society, notably women, were given welfare measures. The 1988-2000 National Perspective Plan for Women outlined women's overall development. The National Commission on Self-Employed Women and Women in the Informal Sector submitted a report named 'Shramshakti' that analysed the challenges facing many women in the informal sector. Mahila Mandals were also formed. Training-cum Employment for Women (STEP) was created in 1987 to promote women's employment. A 1990 Act of Parliament created the National Commission for Women to protect women's rights. The 73rd and 74th Amendments (1993) to the Constitution reserved seats in Panchayats and Municipalities for women, ensuring their involvement in local decision-making. The Tenth Plan (2002-2007)<sup>17</sup>, which came into effect in April 2002, included essential objectives for women focused on economic empowerment and put in place several programmatic interventions such as the Swayamsidha programme, a recast version of the Indira Mahila Yojana, which organised women into Self-Help Groups (SHGs) for income generation activities.

According to data collected by the Minister of State for Youth Affairs, Sports, and Women & Child Development under the 'Plan-National Perspectives Plan for Women 1988-2000 A.D., only 994 women hold high management/administrative posts in the All India Services, which is 5.8%. The Indian Police Service has 21 women compared to 2418 men (0.9%). 339 women (7.5%) work in the Indian Administrative Service.

India has 39% female senior managers, compared to 31% globally. Since 1951, when the first woman entered the IAS, just 13% of officers are women.

Only 1,527 women entered the public services between 1951 and 2020, an India Spend analysis of the Indian Administrative Service Officers Dataset finds. 1970: 9% of IAS applicants were women. By 2020, it was 31%. National Informatics Centre statistics says 21% of IAS officers are women.

### **Census and Other statistics related to female participation**

S.No.	Particulars	Source	As per data compiled between 2001 to 2010	Source	As per data compiled between 2011 to 2015
1	Total Population of India	Census 2001	1029 Million	Census 2011	1210.57 Million
2	Part of female population	Census 2001	496 Million (48.26 % of total population)	Census 2011	587.45 Million (48.5 % of total population)
3	Age Bifurcation of Female	Census 2001	35.07% are < = 14 yrs 57.10% are aged 15-60 yrs	Census 2011	NA



	population		7.83% are >= 60 yrs		
4	Work participation Rate	Census 2001	Females - 25.7% Males - 51.9%	Census 2011	Females - 25.51% Males - 53.26%
5	Sectoral % of Female workforce	NA	NA	Census 2011	Rural Sector - 30.02% Urban Sector - 15.44%
6				NSS 68 Round 2012	Rural Sector - 25.3% Urban Sector - 15.5%
7	Female % as per Work areas	Census 2001	Main Workers - 14.68% Marginal Workers - 10.95% Non Workers - 74.37%	Census 2011	Main & Marginal Workers - 41.1% Cultivators - 24.0% Household Industry Workers- 5.7% Other Works - 29.2%
9	% of Female workers in comparison of total work force	Fifth Economic Census 2005	19.3% Total Female workers	National Sample Survey - 68 Round	Rural Sector -24.8% Female Workers Urban Sector - 14.7% Female Workers
10	Women share in agricultural sector/ Rural sector	NA	NA	Census 2011	Self Employed - 59.3% Salaried - 5.6% Casual Workers- 35.1%
11	Women share in Urban sector	NSSO 1999-2000 NSSO 2004-05	16% 20.23%	Census 2011	Organised Sector - 18.1% Public Sector -18.1% Private Sector - 24.3%
12	Female share in Central Govt	Census 2001	2.92 Lakhs (7.53% of to total employment)	NA	NA
13	Female share in National Parliament	NFHS 2007	9.07%	Census 2009 Census 2013	10.9% 15.38%
14	Female share in voting	Census 2004	47.95%	Census 2011	55.80%
15	Female Literacy %	SRS report 2004	54.1%	Census 2011	64.60%
16	Female share in education sector	NA	NA	Census 2011	76-80 females over 100 males

India placed 131st out of 189 nations in the United Nations Development Program's Human Development Index for 2020. (UNDP). The nation was classified as having a medium level of human development with an HDI score of 0.645.

### 3.2.Indian perception about women leader

India is renowned for Family owned Big Business tycoons who raised the origin of female or





women leadership by including their single child daughters in their businesses.

As every success counts, time has changed after realizing that women's potential proven efficient and successful in terms of success and efficacy, which makes the existence of women's leadership in other companies too than in already established family businesses, for example, Indra Nooyi is the CEO and chairman of Pepsi Co.

Indian women leaders must wear many hats to keep up with today's fast-changing climate. Women leaders' capacity to switch between home and professional lives reveals their winning quality. Multitasking, having multiple problems with hardnosed & sensibility, task management, a flexible attitude, and good communication skills allow women leaders handle most complicated situations in a disciplined, empathic way. These hereditary traits influence women's leadership and management styles.

Women leaders in team leadership are rare. Diversifying nature, they lead differently than men. Some women play their lead role by settling example, others through their exclusive learned experiences, and many more utilize interactive leadership. DCBK's Group VP-HR Hamsaz Vasunia is a taskmaster with her good communication skills and rapid decision-making style which helped her to complete projects on scheduled deadlines. Her tutoring style of leading supports her subordinates to reach their potential, she said.

Women leaders are naturally collaborative, intuitive, and transformational. Vinita Bali, Managing Director of Britannia Industries Limited, has the same wavelength, which stabilises company culture changes. Rima Ghose Chowdhry, AVP-HR at Sony (Entertainment) Network, said that her empathetic drive and hands-on style displayed as a result-oriented leadership technique. She always leads with energy, excitement, and effectiveness.

Padma Rajeshwari Nandi, Senior Director: L&TD at Dr. Reddy's Laboratories, seeks to steadiness between task and connection whereas accomplishing corporate goals. Her capacity to enthuse and engage others with great vision to discriminate between abilities, and knowing that shouldn't press people tight bound on task or close deadlines enable her to achieve what she sets out to achieve. She believed women must be tougher and work twice as hard to get things done. Padma Rajeshwari's leadership gracious style is impacted by her learned experiences, her mentorship and own self-reflection. According to studies on Indian women leaders, women are creating their own leadership styles and advancing in their fields. To become effective leaders, they follow a set of traits and beliefs. All of the aforementioned are distinct illustrations of feminine leadership styles that are emerging as role models for other aspirant women leaders. "Build your own style and stick to it," they demonstrated.

The recent rise of women in leadership positions in India is noteworthy. Despite the fact that they are underrepresented in many groups, progress has been made.

### 3.3. International & National Opinions about women leadership

Collaborated opinions of renowned names of industry experts or leaders irrespective of their genders interpret a enlightened picture on progression of women' proven successfully on leadership positions.

Opinion	Identity
Women owners/ managers bring their own unique approaches to management that reflects notable differences. Women also tend to network differently than men	The Lucy Smith, Former President of Tucson's National Association of Women Business Owners.
When women sit on an executive committee, the nature of interactions changes. But, one women there is not enough, you need several of them. I think the real benefit of having women and diversity in a team is that you have a richer set of ideas. So, I truly believe there is a direct relationship between team performance and having a diverse team with the best talents.	Board member of a banking Group
It is a well known fact that women are underrepresented at senior levels of management, yet the data of my survey suggests that by adding more women the overall effectiveness of the leadership team would go up	Vice -President Europe of a leading global healthcare company.
While men excel in the technical and strategic arenas, women clearly have the advantage in the extremely important areas of people relationships and communications. They also surpass their male counterparts in driving for results. This we know is counterintuitive to many men	Jack Zenger, CEO & Co-Founder of Zenger Folkman
We have found that women are the best partners. Women are the greatest catalysts for transforming societies.	Joe Folkman, President of Zenger Folkman
Not only do these young women learn from their mentors, but by sharing skills and experiences, they strengthen each other's leadership	Assistant Secretary of State for Educational and Cultural Affairs Dina Habib Powell, co-founder of the program, said at the press conference.
In contrast to men, women view work more holistically, as a component of their overall life plan. Therefore, they're more likely to approach their careers in a self-reflective way and value factors such as meaning, purpose, connection with co-workers and work-life integration	Patricia Sellers
	Emily He, former chief marketing officer at Saba (now the CMO at DoubleDutch)



Women/female employees apply leadership differently than certain men, according to a 2015 Harris Poll/Saba Software study. Women are more likely than men to believe a leader shares knowledge to better the team and business. 60% of male employees expect pro-active career possibilities from their companies, vs. 49% of female employees. This may make women better managers. Despite this, 60% of women feel like company leaders. Former Saba CMO Emily He said women are more hesitant to communicate career objectives. Saba (el 2015) discovered women executives are driven more by internal incentives than job or employer requirements.

Few Famous successful female personalities have set their lessons of Success or Mantras of success as portrayed below-

Lessons for Success	Famous Female Leaders	Profile
<i>It all begins with meaning</i>	Amina Agbaje	Corporate Banker and CEO of Gourmet Food Services
<i>Your own happiness equation</i>	Georgia Lee	Film Director of Hollywood
<i>Start with your strengths</i>	Ann Moore	Chief Executive Officer of Time Inc.
<i>A sense of purpose</i>	Gerry Laybourne	President of Nick at Nite and Co-Founder of Oxygen Media LLC
<i>Dream catcher</i>	Alondra de la Parra	UNICEF Ambassador and Cultural Ambassador of Mexico
<i>A matter of framing</i>	Emma Fundira	MD & Co-Founder of Finesse Advisory Services & Chairperson of the Medical Aid Division Board
<i>The practice of optimism</i>	Shikha Sharma	Managing Director & CEO of Axis Bank
<i>Moving on</i>	Elynn McColgan	Executive Advisor at Aquiline Capital Partners LLC
<i>Ready for change</i>	Christine Lagarde	French lawyer and politician & MD of the International Monetary Fund
<i>The journey, not the destination</i>	Eileen Naughton	Managing Director of Google
<i>A path of belonging</i>	Amanda West	Global Head of Strategic Marketing Operations of Thomson Reuters
<i>Treat Your organization as family</i>	Anne Mulcahy	Former Chairperson and CEO of Xerox Corporation
<i>Reciprocity forms</i>	Dentse Incandela	President of Global Digital and CIEM at Ralph Lauren
<i>The tapestry you weave</i>	Carol Buck Luce	Co-founder and Managing Partner of Imaginal Labs LLC
<i>On the shoulders of sponsors</i>	Ruth Porat	Chief Financial Officer of Alphabet Inc
<i>Member of the tribe</i>	Shirley Tilghman	Professor of Molecular Biology and Public Policy & President Emerita of Princeton University
<i>Crossing the line</i>	Dame Stella Rimington	Director General of MI5
<i>Stand up, speak up</i>	Julie Daum	Consultant at Spencer Stuart Inc
<i>Make your own luck</i>	Olive Darragh	Member of Advisory Board at University of Edinburgh Business School
<i>Take the step</i>	Laura Cha	Hong Kong businesswoman and Politician
<i>Weathering the heights</i>	Andrea Jung	Canadian-American executive and prominent women's-issues supporter
<i>Energy in your toolkit</i>	Julie Coates	Managing Partner of Clients and Industries, PWC Australia
<i>For a quick recovery</i>	Yifei Li	Managing Director at GLG Partners, China
<i>Experience of flow</i>	Linda Wolf	American-born photographer and writer & founder of the nonprofit organization Teen Talking Circles
<i>Boundless energy</i>	Margaret Jackson	Australian Corporate Executive

Women are neither more nor less likely than men to express traditional attitudes about gender, a phenomenon that is not specific to India. Only 11 of the 34 nations surveyed in a different Pew Research Center study in 2019 (conducted during spring & summer) indicated statistically significant differences in men's and women's beliefs about whether males should have more employment rights than women in the event of a shortage of employment. This includes India, where 76% of Indian women were just somewhat less likely to hold this mindset than 81% of Indian males were. Need to add that during periods of high unemployment, women in the majority of the nations analysed were about as likely as men to endorse job preferences for males.

#### 4. CONCLUSION

Therefore, we can infer from this paper that there are many implications for supporting and promoting women in leadership roles and their characteristics. It's important for female leaders to be aware of their personalities so they can recognize their strengths and areas for development. This will help them succeed. Last but not least, by being aware of the challenges that are likely to be present in leadership roles, women may better equip themselves and use their mental and emotional resources to get beyond obstacles and be great and successful leaders. The findings indicate that the personality traits of women leaders closely resemble those that are generally regarded as "male leadership" traits. These women tend to be direct in their communication, action-oriented, risk-takers, and adept at solving challenging issues. Although these qualities may have historically been associated with "masculinity," we have discovered that both successful men and women leaders exhibit these qualities. These character traits enable them to persevere with their efforts for extended





periods of time, better understand their subordinates and colleagues, and recover from setbacks or rejection. As a result, these female leaders not only exhibit traits associated with traditionally effective leadership, but also show traits necessary for success on a path fraught with obstacles and resistance.

Women's leadership qualities are more likely to be influenced by their working habits and abilities. We can create a new breed of leaders to improve society and the world by identifying these characteristics. For characteristics like charisma, creativity, and flexibility, the evidence is less conclusive. We think that the key leadership qualities enable the leader to develop the required skills, create an effective plan for pursuing the organisational vision, and take the necessary actions to translate the vision into reality.

**In many countries, little to no gender gap in shares who say men should sometimes have more rights to a job**

% of women and men who completely or mostly agree that when jobs are scarce, men should have more rights to a job than women

	Women	Men	Diff.		Women	Men	Diff.
Kenya	49%	67%	-18	Indonesia	71%	76%	-5
Bulgaria	34	48	-15	S. Korea	50	54	-5
Nigeria	63	78	-15	Tunisia	78	83	-5
Israel	30	43	-13	Turkey	68	73	-5
South Africa	51	64	-13	Canada	9	13	-4
Argentina	32	44	-12	France	19	23	-4
Italy	34	46	-12	Sweden	5	8	-3
Slovakia	53	65	-12	Greece	44	47	-2
Czech Rep.	32	43	-11	Poland	42	43	-2
Lithuania	24	33	-9	Netherlands	13	14	-1
India	76	81	-6	Russia	44	46	-1
Lebanon	59	65	-7	Australia	15	15	0
Philippines	71	79	-7	Germany	20	19	+1
Brazil	31	38	-6	UK	15	14	+1
Hungary	33	39	-6	U.S.	15	11	+3
Mexico	36	43	-6	Spain	14	10	+4
Ukraine	40	46	-6	Japan	46	39	+7

Note: Differences are calculated before rounding. Statistically significant differences are indicated in bold.

Source: Spring 2019 Global Attitudes Survey conducted in 34 countries

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